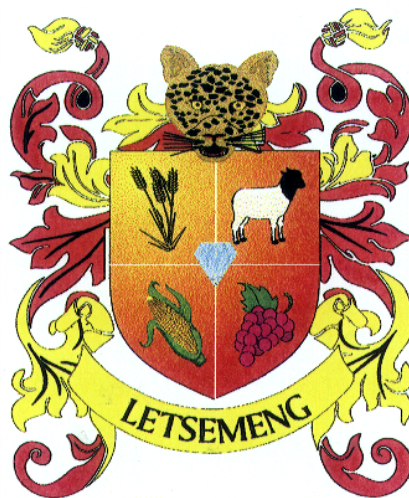


LETSEMENG LOCAL MUNICIPALITY



FINAL

**SERVICE DELIVERY AND BUDGET
IMPLEMENTATION PLAN**

2010/2011

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

LEGAL REQUIREMENTS CONSIDERED WITH THE DEVELOPMENT / DESIGN OF A SDBIP

In terms of Section 53(1)(c)(ii) of the Municipal Management Act (MFMA) No. 56 of 2003, the "service delivery and budget implementation plan" is defined as a detailed plan approved by the mayor of the municipality for implementing the municipality's delivery of municipal services and its annual budget and which must include :

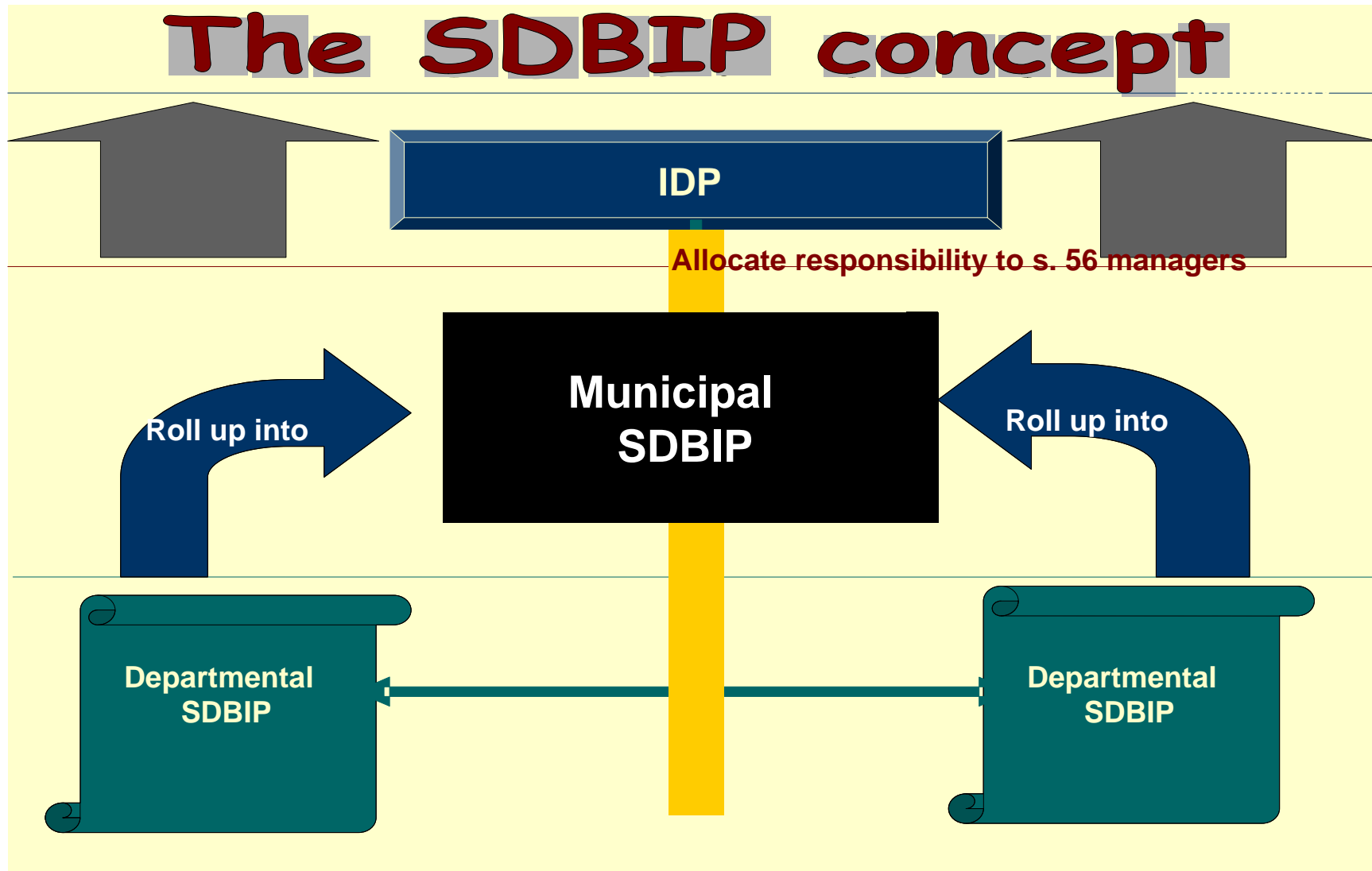
- (a) projections for each **month** of-
 - (i) Revenue to be collected by source; and
 - (ii) Operational and capital expenditure by **vote**;
- (b) Service delivery targets and performance indicators for each **quarter**; and
- (c) Any other matters that may be prescribed and includes any revisions of such plan by the mayor in terms of section 54(1)(c)"

The SDBIP therefore seeks to focus the municipality on both financial and non-financial outcomes in order to ensure effective and efficient service delivery. In terms of (c) above National Treasury has prescribed in terms of MFMA Circular No. 13 that ward information for expenditure and service delivery and a detailed capital works plan also be included as part of a municipality's SDBIP.

The Local Government Municipal Systems Act 32 of 2000, and Local Government Municipal Planning and Performance Regulations, requires Local Government to:

- Develop performance management system;
- Set targets, monitor and review performance based on indicators linked to the IDP ;
- Publish an annual report on performance management for the Councillors, staff, the public and other spheres of government;
- Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for Local Government;
- Conduct an internal audit on performance before tabling the report;
- Have the annual performance report audited by the Auditor-General; and
- Involve the community in setting indicators and targets and reviewing municipal performance.

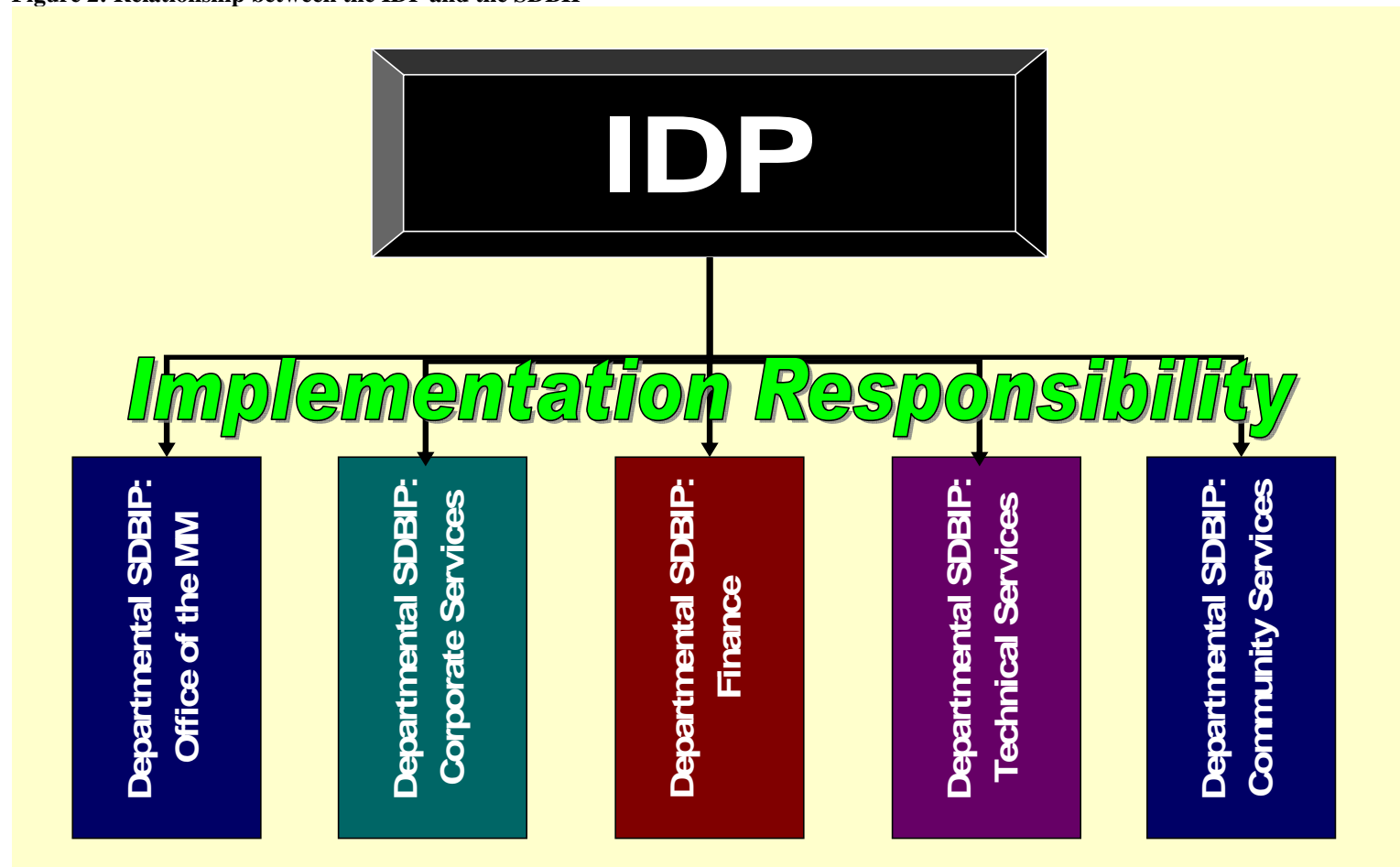
Figure 1: The SDBIP Concept



SECTION 1: LINKAGE WITH THE IDP AND PERFORMANCE MANAGEMENT SYSTEM/SCORECARD

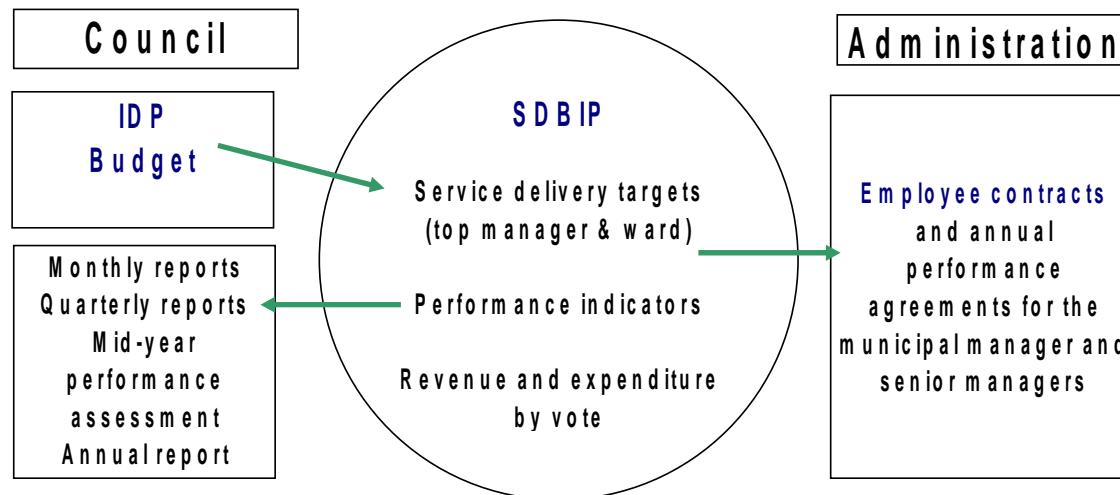
1.1 Linkage between the IDP & the SDBIP.

Figure 2: Relationship between the IDP and the SDBIP



- The Integrated Development Plan (IDP) outlines how the challenges of sustainable development in a municipality are to be met through strategic interventions and service delivery over the five year period.
- The IDP is developed by the municipality in conjunction with the community, and a credible IDP must be supported by the realistic budget. The actual implementation of the IDP over a single financial year is given effect through the performance contracts of the Municipal Manager and Section 57 Managers.
- The performance management system monitors actual performance against contractual obligations. The effective service delivery relies upon the IDP, the budget and the performance management system being closely integrated

1.4 Explanation of the structure of the SDBIP, based on an analysis of the structure of the IDP.



- What the above diagram illustrates is that the SDBIP contains information in regard to service delivery targets, performance indicators and revenue and expenditure.
- It is also important to note that the SDBIP is firstly informed by the IDP and Budget, secondly that the annual performance agreements/contracts of the Municipal Manager and Section 57 Managers must be influenced by the SDBIP and thirdly that in-year reporting (monthly and quarterly), and annual reporting should be done against the information contained in the approved SDBIP.

1.1.1 Institutional Scorecard

- The process of developing the SDBIP will be followed by the development of the Institutional Scorecard.
- The scorecard will measure performance on 8 National Key Performance Areas which are derived from COGTA Regulations as well as the Municipal priorities.
- The Five Years Local Government Strategic Agenda will be integrated into the scorecard.
- Most importantly, the Letsemeng Municipal Turn-Around Strategy as adopted by the Council will also be integrated into this SDBIP

1.4 Strategic Key Performance Areas

- **Service Delivery and Infrastructure**
- **Local Economic Development**
- **Municipal Financial Viability and Management**
- **Municipal Transformation and Institutional Development**
- **Good Governance, Democracy and Public Participation**

1.4.1 Each Strategic Key Performance Area will be delivered upon by various directorates.

1.4.2 The scorecard will represent the consolidation of service delivery targets and performance indicators in a more detailed Directorate and Departmental SDBIP's.

1.4.3 The focus in this SDBIP is both financial and non-financial measurable performance objectives in the form of service delivery targets and other performance indicators.

The municipal scorecard will be structured in terms of the Balanced Scorecard approach that incorporates the following perspectives:

- Customer Perspective : This perspective has Key Performance Areas that are externally focused and relate to service delivery to the community
- Internal Business Perspective: The Balanced Scorecard approach recognizes that for the municipality to achieve its targets in the Customer Perspective internal business process must be improved to ensure that the municipality also continues adding value to the community as its customers.
- Learning and Growth : This perspective is the enabler of all perspectives as it is meant to ensure that the organisational infrastructure is geared towards assisting the municipality to achieve its objectives as contained in the other perspectives
- Financial Perspective: Given the scarce resources at the disposal of the municipality, this perspective ensures that the municipality achieves results in an efficient manner through the minimization of costs as well as the maximum collection of revenue due to it.

1.5 The following are the main focus points for delivery prioritization

- Water Services and Sanitation
- Electricity and Energy
- Solid Waste Management
- Environmental health Management
- Roads, Rails Stormwater and Buildings
- Housing
- Urban Efficiency and Spatial Planning
- Community Parks, Sports and Recreation
- Economic Growth
- Poverty Alleviation
- Job Creation
- Financial Management
- Internal Audit procedures
- Organisational Development
- Employment Equity
- Skills Development
- Integrated Development Planning

- Performance Management System
- Public Participation and oversight
- Co-operative Governance
- Ward System
- Corporate Governance

SECTION 2: INSTITUTIONAL BALANCED SCORE-CARD

The following sections will highlight the institutional balanced score card and municipal wide budget plan per department:

Key Performance Areas (KPA's)

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- Municipal Transformation and Organisational Development.
- Infrastructure Development and Service Delivery.
- Local Economic Development (LED).
- Municipal Financial Viability and Management.
- Good Governance and Public Participation.

Municipal Balanced Score-Card

The municipal score-card is developed in line with the above-mentioned key performance areas as outlined in the Letsemeng Local Municipality's Integrated Development Planning (IDP).

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Municipal Transformation and Organisational Development	15	<ul style="list-style-type: none"> IDP integrates sector plans including Housing, Health, Social Development, Home Affairs, DME, DWAF, DTI, DEAT, Education, Land Affairs, etc. 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Spatial Development Framework in IDP includes spatial reconstruction policies, environmental, social and demographic trends, land-use policies and representation of sustainable human settlement vision. 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> OPMS framework is reviewed and implemented 	1 July 2010	25%	25%	25%	25%
		<ul style="list-style-type: none"> Quarterly OPMS reports developed and submitted 	16	4	4	4	4

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
		to Council					
		• OPMS is fully automated	31 December 2010	50%	50%	0	0
		• An organisational structure aligned to the IDP established and operationalises	70%	15%	15%	20%	20%
		• Effective administrative and institutional systems, structures and procedures including: human resources, financial policies, by-laws and communication systems established and implemented	80%	20%	20%	20%	20%
		• HR policy is reviewed and adopted by the Council and is aligned with SALGBC's Main Collective Agreement and Collective Agreement: Disciplinary Procedure	30 September 2010	100%	0	0	0
		• HR policy is constantly implemented	1 July 2010	100%	100%	100%	100%
		• LLF consulted on HR policies	31 August 2010	100%	100%	100%	100%
		• Road shows for workers on HR policies	30 September 2010	100%	100%	100%	100%
		• Dedicated Skills Development Facilitator is	31 July 2010	100%	0	0	0

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
		appointed					
		<ul style="list-style-type: none"> Monthly and quarterly Work Place Skills Plan implementation reports to management and Council 	16	4	4	4	4
		<ul style="list-style-type: none"> Integrated human resource management systems introduced and operationalised 	65%	15%	15%	15%	20%

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Infrastructure Development and Service Delivery	30	<ul style="list-style-type: none"> Infrastructure development plan created and implemented (there should be dynamic relationship between population growth projections, services delivery backlogs, revenue generation capacity and institutional capacity) 	31 December 2010	0	31 December 2010	0	0
		<ul style="list-style-type: none"> All water meters checked monthly for functionality and monthly reports submitted to management 	16	4	4	4	4

		<ul style="list-style-type: none"> • 200 households in Ratanang / Jacobsdal supplied with water 	31 December 2010	0	31 December 2010	0	0
		<ul style="list-style-type: none"> • Water plants are upgraded 	31 December 2010	0	31 December 2010	0	0
		<ul style="list-style-type: none"> • Confirmation for Petrusburg project funding 	31 December 2010	0	31 December 2010	0	0
		<ul style="list-style-type: none"> • Water Services Management Plan developed and approved 	31 October 2010	0	31 October 2010	0	0
		<ul style="list-style-type: none"> • Compliance with Blue Drop criteria develop implementation plan by 31 March 2011 	31 December 2010	0	31 December 2010 -	0	0
		<ul style="list-style-type: none"> • Blue Drop Implementation Plan developed 	31 March 2011	0	0	31 March 2011	0
		<ul style="list-style-type: none"> • Water Quality Management Certificate acquired 	31 March 2011	0	0	31 March 2011	0
		<ul style="list-style-type: none"> • Sanitation projects Business plans submitted and projects registered 	30 September 2010	30 September 2010	0	0	0
		<ul style="list-style-type: none"> • Rehabilitation and registration of all 5 landfill sites 	31 August 2010	31 August 2010	0	0	0
		<ul style="list-style-type: none"> • Roads O&M plan developed 	31 December 2010	0	31 December 2010	0	0
		<ul style="list-style-type: none"> • Internal roads graveled and flattened 	31 December 2010	0	31 December 2010	0	0
		<ul style="list-style-type: none"> • 200 erven provided with 	31 December 2010	0	31	0	0

					December 2010		
		<ul style="list-style-type: none"> All registered households on living waiting list allocated sites 	31 December 2010	0	31 December 2010	0	0
		<ul style="list-style-type: none"> Engineering and planning expert capacity model developed with assistance from Xhariep District and approved by the Council 	30 September 2010	100%	0	0	0
		<ul style="list-style-type: none"> Reduction in reticulation losses for water and electricity (Rand-Value) 	70%	40%	20%	5%	5%
		<ul style="list-style-type: none"> Reduction in number of complaints from residents 	80%	20%	40%	10%	10%
		<ul style="list-style-type: none"> % increase in response time and resolution of complaints 	80%	20%	40%	10%	10%
		<ul style="list-style-type: none"> % increase in payment of municipal services 	70%	30%	20%	10%	10%
		<ul style="list-style-type: none"> 					
	30	<ul style="list-style-type: none"> The provision of basic municipal services to the satisfaction of residents (that is, clear delivery programmes and projects to progressively achieve national service delivery targets in terms of): 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Water 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Sanitation 	100%	25%	25%	25%	25%

		• Electricity	70%	20%	20%	15%	15%
		• Refuse Removal	80%	15%	20%	25%	20%
		• Municipal roads and Storm water systems	70%	20%	20%	15%	15%
		• Municipal health services, etc.	60%	15%	15%	15%	15%
		• Sustainable human settlement development facilitated through engagement with sector departments in line with the IDP and through IGR structures	100%	25%	25%	25%	25%

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Local Economic Development	20	<ul style="list-style-type: none"> Analysis of the local economy undertaken 	70%	20%	20%	15%	15%
		<ul style="list-style-type: none"> Monthly and quarterly reports to management and Council on implementation of LED strategy 	16	4	4	4	4
		<ul style="list-style-type: none"> LED Forums and SMMEs are trained, and cooperatives are registered 	30 November 2010	0	30 November 2010	0	0
		<ul style="list-style-type: none"> Fully functional LED Unit is established 	1 July 2010	1 July 2010	0	0	0
		<ul style="list-style-type: none"> LED Forum and SMMEs Training plan or capacity building and implementation programme developed and implemented 	1 July 2010	1 July 2010	0	0	0
		<ul style="list-style-type: none"> Comparative and competitive advantage of the municipality identified and incorporated into credible LED strategy and 	60%	15%	15%	15%	15%

		<ul style="list-style-type: none"> Spatial Development Framework in IDP includes economic development analysis, land-use policies and spatial representation of local economic development vision. 	October 2010	0	October 2010	0	0
		<ul style="list-style-type: none"> Institutional capacity to implement LED programmes established and a conducive environment for shared growth created to ensure that: 	80%	20%	20%	20%	20%
	20	<ul style="list-style-type: none"> Investor confidence is improved through positive marketing of our area 	80%	25%	25%	15%	15%
		<ul style="list-style-type: none"> Information of all SMMEs and NPOs on the data base audited 	30 September 2010	30 September 2010	0	0	0
		<ul style="list-style-type: none"> All identified SMMEs registered as cooperatives or NPOs 	30 November 2010	30 November 2010	0	0	0
		<ul style="list-style-type: none"> Commonage management Plan approved and implemented 	31 December 2010	0	31 December 2010	0	0
		<ul style="list-style-type: none"> Youth development policy or strategy developed and outreach programmes identified and implemented 	September 2010	September 2010	0	0	0

		<ul style="list-style-type: none"> Existing public and private resources to intensify enterprise support to local communities utilized. 	60%	15%	15%	15%	15%
		<ul style="list-style-type: none"> Sustainable community investment programmes introduced and implemented. 	80%	25%	25%	15%	15%
		<ul style="list-style-type: none"> Knowledge sharing networks and social partnerships facilitated 	100%	25%	25%	25%	25%

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Municipal Financial Viability and Management	20	<ul style="list-style-type: none"> Sound financial management practices implemented in terms of the MFMA priorities and timeframes, including but not limited to: 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Budget aligned to development and service delivery targets that municipalities are accountable for as set out in the adopted IDPs. 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Budget and treasury office established. 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Budget and revenue management is effective 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Financial reporting and auditing is performed 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Financial management policies and by-laws developed, including but not limited to: supply chain management, credit control, tariff and investment policies. 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Training of Officials and Councilors on SCM policies in conjunction with 	100%	25%	25%	25%	25%

		Provincial Treasury					
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Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Municipal Financial Viability and Management	20	<ul style="list-style-type: none"> Efficient revenue enhancement policies approved and implemented 	1 July 2010	1 July 2010	0	0	0
		<ul style="list-style-type: none"> Fully implemented revenue enhancement programme 	30 September 2010	30 September 2010	0	0	0
		<ul style="list-style-type: none"> Monthly and quarterly reporting to the Council on implementation of revenue enhancement policies and programme 	16	4	4	4	4
		<ul style="list-style-type: none"> 80% payment rate of monthly accounts for basic services by 	31 December 2010	0	31 December 2010	0	0
		<ul style="list-style-type: none"> Monthly and quarterly reporting to the Council on increased payment of services Refuse 75% Sewerage 75% Water 80% Electricity 99% 	16	4	4	4	4
		<ul style="list-style-type: none"> Monthly and quarterly reports to management 	16	4	4	4	4

		<ul style="list-style-type: none"> Asset register for all infrastructure and municipal property rehabilitated periodically and maintained 	100%	25%	25%	25%	25%
		<ul style="list-style-type: none"> Monthly and quarterly reports to management and Council on fostering a culture of payment through Ward Councillor constituency meetings as per Council schedule 	16	4	4	4	4
		<ul style="list-style-type: none"> Monthly and quarterly reports to management and Council on functional water meters and accurate monthly meter reading 	16	4	4	4	4
		<ul style="list-style-type: none"> Monthly and quarterly reports to management and Council on 50% phasing-in of MPRA 	16	4	4	4	4
		<ul style="list-style-type: none"> Monthly and quarterly reports to management and Council on implementation of debt management policy 	16	4	4	4	4
		<ul style="list-style-type: none"> Monthly and quarterly reports to management and Council on 80% payment rate of current accounts 	31 December 2010	0	31 December 2010	0	0
		<ul style="list-style-type: none"> Monthly and quarterly reports to management 	16	4	4	4	4

		<ul style="list-style-type: none"> Monthly and quarterly reports to management and Council on writing-off of indigent and bad or irrecoverable debt 	16	4	4	4	4
		<ul style="list-style-type: none"> Monthly and quarterly reports to management and Council on implementation of cash-flow management model 	16	4	4	4	4
		<ul style="list-style-type: none"> CFO departmental organogram is implemented 	1 July 2010	0	0	0	0
		<ul style="list-style-type: none"> Monthly and quarterly reports to management and Council on addressing all outstanding audit queries 	16	4	4	4	4
		<ul style="list-style-type: none"> Monthly and quarterly reports to management and Council on resolving of PROPAC 	16	4	4	4	4
		<ul style="list-style-type: none"> 2009/2010 Annual Financial Statements and Annual Report completed and submitted 	31 August 2010	0	0	0	0
		<ul style="list-style-type: none"> MIG Projects registered 	31 August 2010	0	0	0	0
		<ul style="list-style-type: none"> 70% credible asset register - GRAP compliance 	31 December 2010	0	0	0	0
		<ul style="list-style-type: none"> Road shows conducted to communities regarding 	30 August 2010	0	0	0	0

		<ul style="list-style-type: none"> Monthly and quarterly reports to management and Council on decreasing facility overdraft facility 	16	4	4	4	4
		<ul style="list-style-type: none"> Integrated financial management systems introduced and operationalised. 	60%	15%	15%	15%	15%
		<ul style="list-style-type: none"> Municipal financial viability targets set and achieved which will ensure that: 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> Growth in service debtors is reduced 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> Consumer debt exceeding 90 days is recovered. 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> % Personnel cost over the total operational budget is in line with regulatory framework. 	60%	15%	15%	15%	15%
		<ul style="list-style-type: none"> Provision for bad debts 	60%	15%	15%	15%	15%
		<ul style="list-style-type: none"> Financial legislation is implemented and complied with, including the Property Rate Act and Division of Revenue Act. 	100%	25%	25%	25%	25%

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Good Governance and Public Participation	15	• Ordinary Council meetings held as per adopted schedule			8		
		• Ordinary Section 79 Committee meetings held			8		
		• Records of meetings and attendance by all councillors at all meetings are kept	100%	100%	100%	100%	100%
		• Monthly and quarterly reporting to the Council on the implementation of Council's Schedule of meetings including its committees	16	4	4	4	4
		• PR Councillors deployed into Ward Committees and are attending to activities and programmes	100%	100%	100%	100%	100%
		• Number of meetings held between the Mayor and the Municipal Manager	64	16	16	16	16
		• Progress reports submitted to the Council on structured meetings	16	4	4	4	4

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
		between the Mayor and the Municipal Manager					
		• Management meetings are held weekly	64	16	16	16	16
		• Attendance registers and minutes of all management meetings are kept	100%	100%	100%	100%	100%
		• Progress reports submitted to the EXCO and Council on holding of management meetings	16	4	4	4	4
		• Constant reporting to the Council on signed acknowledgement of written delegations by senior and middle managers	16	4	4	4	4
		• Monthly and quarterly reporting to the Council and management on functionality of ward committees	16	4	4	4	4
		• Written monthly Ward Committee reports submitted to Office of the Mayor - oversight role by the office of the Mayor	16	4	4	4	4
		• Bi-monthly Mayoral reports to Council on annual public participation	32	8	8	8	8
		• Monthly and quarterly	16	4	4	4	4

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
		reports to management and Council on public participation as a standing item on section 79 committees agenda					
		<ul style="list-style-type: none"> Monthly and quarterly reports to management and Council on implementation of schedule of meetings and programme for ward committees 	16	4	4	4	4
		<ul style="list-style-type: none"> Monthly and quarterly reports to management and Council on implementation of Ward Committee Funding Model 	16	4	4	4	4
		<ul style="list-style-type: none"> Monthly and quarterly reports to management and Council on implementation of public participation policy 	16	4	4	4	4
		<ul style="list-style-type: none"> 5 Mayoral or Ward Izimbizo held that are inclusive of civil society 	31 December 2010	0	31 December 2010	0	0
		<ul style="list-style-type: none"> Monthly and quarterly reporting to the Council on implementation of Mayoral or Council Imbizo Programme 	16	4	4	4	4

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
		<ul style="list-style-type: none"> Mayor's Inter-sectoral Forum established and meeting quarterly - 3 meetings held 	3 meetings	0	31 December 2010	0	0
		<ul style="list-style-type: none"> Monthly and quarterly reporting to the Council on establishment of Inter-sectoral Forum and holding of relevant meetings 	16	4	4	4	4
		<ul style="list-style-type: none"> Monthly and quarterly reporting to the Council on implementation of communication policy 	16	4	4	4	4
		<ul style="list-style-type: none"> Language policy is developed and approved by the Council 	30 September 2010	100%	0	0	0
		<ul style="list-style-type: none"> Language policy is implemented and monitored 	Monthly	100%	100%	100%	100%
		<ul style="list-style-type: none"> Monthly and quarterly reporting to the Council on implementation complaints management policy 	16	4	4	4	4
		<ul style="list-style-type: none"> Complaints management policy is implemented 	100%	100%	100%	100%	100%
		<ul style="list-style-type: none"> Monthly and quarterly reporting to the Council on implementation of complaints management policy 	16	4	4	4	4

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
		• Customer satisfaction survey conducted and completed	31 December 2010	50%	50%	0	0
		• Monthly and quarterly reporting to the Council on constant feedback to communities	16	4	4	4	4
		• Council to align administrative and political priorities of Council managed	100%	25%	25%	25%	25%
		• Procedures for community participation processes as set out in legislation adhered to in terms of:	80%	20%	20%	20%	20%
		• Planning	80%	20%	20%	20%	20%
		• Budgeting	80%	20%	20%	20%	20%
		• Implementation	80%	20%	20%	20%	20%
		• Monitoring and reporting	80%	20%	20%	20%	20%
		• Regular communication with communities on the achievement of targets set out in IDPs is carried out.	80%	20%	20%	20%	20%
		• Functioning of ward committees directly supported where applicable	80%	20%	20%	20%	20%
		• Capacity building of	80%	20%	20%	20%	20%

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
		community-based organisation, ward committees to enhance effective participation is facilitated.					
		<ul style="list-style-type: none"> Ensure community-based planning (CBP) is implemented 	80%	20%	20%	20%	20%

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Good Governance and Public Participation	15	<ul style="list-style-type: none"> Ensure IDP is implemented and projects that are not budgeted, external funding sourced for them. 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> Relationship with organised business, labour and civil society built through transparent and accountable 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> An anti-corruption strategy in terms of national strategy for the 	70%	17,5%	17,5%	17,5%	17,5%

		<ul style="list-style-type: none"> Prevention 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> Detection 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> Awareness/Communication 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> Financial and performance audit committee established and functional. 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> Mechanisms to ensure disclosure of financial interest in place. 	70%	17,5%	17,5%	17,5%	17,5%

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Good Governance and Public Participation	15	<ul style="list-style-type: none"> An effective communication strategy to promote transparency, public accountability, access to complaints are dealt with in terms of the relevant legislation, developed and implemented 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Unqualified audit report achieved and implemented 	70%	17,5%	17,5%	17,5%	17,5%
		<ul style="list-style-type: none"> Develop Council implementation with set 	80%	20%	20%	20%	20%

		<ul style="list-style-type: none"> Ensure there's monthly performance review meeting between Municipal Manager and the Mayor 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Installation of tracking devices to all Municipal vehicles and security devices to municipal offices 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Instill discipline within the institution 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> Implement an electronic document management system 	80%	20%	20%	20%	20%
		<ul style="list-style-type: none"> All units should be physically visited at least twice quarterly 	80%	20%	20%	20%	20%

SECTION 3: INSTITUTIONAL-WIDE BUDGET PLAN

- Monthly projections revenue by source
- Monthly projections expenditure by source

Monthly Projections Revenue by Source									
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[illegible]

Monthly Projections Revenue by Source

SOURCE	Jul-10 R'000	Aug-10 R'000	Sep-10 R'000	Oct-10 R'000	Nov-10 R'000	Dec-10 R'000	Jan-11 R'000	Feb-11 R'000	Mar-11 R'000	Apr-11 R'000	May-11 R'000	Jun-11 R'000	Total Budget R'000
Council General													
Properties	29	29	29	29	29	29	29	29	29	29	29	29	353
Rates	387	387	387	387	387	387	387	387	387	387	387	387	4 642
Town Hall & Offices	2	2	2	2	2	2	2	2	2	2	2	2	24
Finance Services													
Community Facilities													
Cemetery													
Interest earned	107	107	107	107	107	107	107	107	107	107	107	107	1 279
Transfers recognised	16 932	2 657				13 546			10 159				43 294
Traffic	11	11	11	11	11	11	11	11	11	11	11	11	129
Refuse	468	468	468	468	468	468	468	468	468	468	468	468	5 613
Sewerage	483	483	483	483	483	483	483	483	483	483	483	483	5 799
Public Works													
Water	411	389	580	565	593	537	474	680	603	554	585	436	6 407
Electricity	1 156	1 153	1 185	973	909	878	889	985	984	1 280	1 133	1 278	12 803

Monthly Projections Expenditure by Source

SOURCE	Jul-10 R'000	Aug-10 R'000	Sep-10 R'000	Oct-10 R'000	Nov-10 R'000	Dec-10 R'000	Jan-11 R'000	Feb-11 R'000	Mar-11 R'000	Apr-11 R'000	May-11 R'000	Jun-11 R'000	Total Budget R'000
Council General	482 110	482 110	482 110	482 110	482 110	482 110	482 110	482 110	482 110	482 110	482 110	482 110	5 785 324
Mayor's Office	449 885	449 885	449 885	449 885	449 885	449 885	449 885	449 885	449 885	449 885	449 885	449 885	5 389 619
Speaker	142 658	142 658	142 658	142 658	142 658	142 658	142 658	142 658	142 658	142 658	142 658	142 658	1 794 064
Municipal Manager	225 660	225 660	225 660	225 660	225 660	225 660	225 660	225 660	225 660	225 660	225 660	225 660	2 707 916
Corporate Service	343 771	343 771	343 771	343 771	343 771	343 771	343 771	343 771	343 771	343 771	343 771	343 771	4 125 253
Properties	169 252	169 252	169 252	169 252	169 252	169 252	169 252	169 252	169 252	169 252	169 252	169 252	2 031 025
Rates	619 074	619 074	619 074	619 074	619 074	619 074	619 074	619 074	619 074	619 074	619 074	619 074	7 428 892
Town Hall & Offices	109 153	109 153	109 153	109 153	109 153	109 153	109 153	109 153	109 153	109 153	109 153	109 153	1 309 840
Finance Services	542 210	542 210	542 210	542 210	542 210	542 210	542 210	542 210	542 210	542 210	542 210	542 210	6 506 522
Community Facilities	132 638	132 638	132 638	132 638	132 638	132 638	132 638	132 638	132 638	132 638	132 638	132 638	1 591 651
Cemeteries	141 743	141 743	141 743	141 743	141 743	141 743	141 743	141 743	141 743	141 743	141 743	141 743	1 700 916
Libraries	87 203	87 203	87 203	87 203	87 203	87 203	87 203	87 203	87 203	87 203	87 203	87 203	1 046 438
Housing	55 120	55 120	55 120	55 120	55 120	55 120	55 120	55 120	55 120	55 120	55 120	55 120	661 451
Disaster Management	0	0	0	0	0	0	0	0	0	0	0	0	0
Traffic	52 014	52 014	52 014	52 014	52 014	52 014	52 014	52 014	52 014	52 014	52 014	52 014	624 174
Parks & Recreation	281 722	281 722	281 722	281 722	281 722	281 722	281 722	281 722	281 722	281 722	281 722	281 722	3 380 668
Refuse	671 432	671 432	671 432	671 432	671 432	671 432	671 432	671 432	671 432	671 432	671 432	671 432	8 057 182
Sewerage	874 500	874 500	874 500	874 500	874 500	874 500	874 500	874 500	874 500	874 500	874 500	874 500	10 494 002
Public Works	632 407	632 407	632 407	632 407	632 407	632 407	632 407	632 407	632 407	632 407	632 407	632 407	7 588 886
Water	1 045 464	1 045 464	1 045 464	1 045 464	1 045 464	1 045 464	1 045 464	1 045 464	1 045 464	1 045 464	1 045 464	1 045 464	12 545 575
Water	0	0	0	0	0	0	0	0	0	0	0	0	0

Distribution													
Electricity	1 228 521	1 228 521	1 228 521	1 228 521	1 228 521	1 228 521	1 228 521	1 228 521	1 228 521	1 228 521	1 228 521	1 228 521	14 742 246

SECTION 4: PERFORMANCE ASSESSMENT

The Planning and Performance Regulations, 2001 requires quarterly performance assessment through the PMS of municipalities. The following performance assessment template has been developed to match the requirements of MFMA Circulars Nos. 13 and 12 with that requirement of the Regulations.

3.1 SERVICE DELIVERY PERFORMANCE

- MFMA Circular No. 13 describes the SDBIP as "... a management, implementation and monitoring tool". The Circular emphasizes the fact that the SDBIP must be used as a monitoring tool and that quarterly performance reviews must be done to enable quarterly and mid-year reporting regarding operational performance of the municipality, and also as a tool to assess the performance of senior managers on a quarterly basis.
- The following format will therefore be used to quarterly review performance in terms of the key performance indicators and key performance targets exposed above:

QUATERLY PROJECTIONS ON EXPENDITURE FOR KEY SERVICE DELIVERY TARGETS AND OTHER PERFORMANCE INDICATORS

Council General

			1 st Quarter			2 nd Quarter			3rd Quarter			4 Quarter		
Vote	Project/Details	Budget	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Council General	Community Participation	420 000	0	105 000	0	0	105 000	0	0	105 000	0	105 000	0	0
Planning	IDP Review	60 000	0	0	60 000	0	0	0	0	0	0	0	0	0
Policy Dev (MSIG)	Local Government Transformation	750 000	0	183 500	0	183 500	0	0	183 500	0	0	183 500	0	0
Special Programmes	Disability	40 000	0	23 550	0	0	23 550	0	0	23 550	0	23 550	0	0
Special Programmes	Gender & Children	60 000	0	25 375	0	0	25 375	0	0	25 375	0	25 375	0	0
Special Programmes	HIV/AIDS	40 000	0	10 000	0	0	18 000	0	0	18 000	0	18 000	0	0
Special Programmes	Youth	80 000	0	20 100	0	0	148 100	0	0	148 100	0	148 100	0	0
Support Programme	Spatial Planning	88 000	0	44 000	0	0	0	0	0	44 000	0	0	0	0

Departmental Balanced Score-Cards

DEPARTMENT: Finance Services

Strategic Objective	Measurable Objective	Annual Target	1 st Quarter	2 nd Quarter	3rd Quarter	4 Quarter
Financial Accounting	Compile Annual Financial Statements			31/10/2010		
Financial Reporting	Management Responses to Audit Queries	Annual Report	30/08/2010			
	Auditor General Report	Management Letter	30/09/2010			
	Corrected Journal Misallocation		30/09/2010			
	Annual Report (Financial Statements)	Annual report at the end of financial year			31/01/2011	

DEPARTMENT: Finance (Continue....)

Strategic Objective	Measurable Objective	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4 Quarter
Financial Reporting	Implementation of GRAP	100 %	20%	10%	10%	10%
	All related policies	80%	20%	20%	20%	20%
	Investment Reconciliation	Monthly	Monthly	Monthly	Monthly	Monthly
	Insurance Claims	Daily	Daily	Daily	Daily	Daily
Cost, Capital & Management Accounting	Review of established treasury budget office	Restructuring Process				
Budgeting and Budget Control	Compile municipal budget document aligned to IDP submitted to Council	December-May			31/03/2011	
	Compile Adjustment Budget	December 2010		31/12/2010		
	Report on budget performance	Monthly	Monthly	Monthly	Monthly	Monthly

DEPARTMENT: Finance (Continue....)

Strategic Objective	Measurable Objective	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4 Quarter
Cost, Capital & Management Accounting	Draft Adjustment Budget	December 2010		31/12/2010		
	Draft new budget action plan	August	31/08/2010			
	Evaluated daily income and expenditure	Daily	Daily	Daily	Daily	Daily
	Submit new budget to Council	31/03/2011			31/03/2011	
	Section 71 monthly financial reports submitted to the Mayor	Monthly Reports	Monthly	Monthly	Monthly	Monthly
Cash Flow Management	Monthly cash flow projections inputs from Directorates	Monthly	Monthly	Monthly	Monthly	Monthly
	Monthly cash flow variance reports per department	Monthly	Monthly	Monthly	Monthly	Monthly

DEPARTMENT: Finance (Continue....)

Strategic Objective	Measurable Objective	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4 Quarter
Cash Flow Management	Control of cash flow	Daily	Daily	Daily	Daily	Daily
Project Cost Accounting	Controlled expenditure on MIG projects and submitted reports to COGTAF	Monthly	Monthly	Monthly	Monthly	Monthly
Grant Management	Financial System implemented	Once off				
	Internships employed	Monthly				
Compensation of employees	Processed salaries on Sebata FMS Payroll system	Monthly	Monthly	Monthly	Monthly	Monthly
	Accounts Payable to creditors/service providers	Monthly	Monthly	Monthly	Monthly	Monthly

DEPARTMENT: Finance (Continue....)

Strategic Objective	Measurable Objective	Annual Target	1 st Quarter	2 nd Quarter	3rd Quarter	4 Quarter
Supply Chain Management	Revised current Supply Chain policy submitted to Council	31/10/2010		31/10/2010		
	Asset Register updated and compiled	100%	25%	25%	25%	25%
	Established Supply Chain committees	30/11/2010			30/11/2010	
	Updated database for service providers	100%	50%	50%	0	0
	No. filled vacant post, officers, clerks	100%	0	50%	25%	25%
	Number of in-house trained officials	2 x in-house training workshops			31/10/2010	
	Number of externally trained officials	2 x external training workshops			31/10/2010	

DEPARTMENT: Finance (Continue....)

Strategic Objective	Measurable Objective	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4 Quarter
Submission of reports	Weekly reports to be compiled	Monthly report	Thursday/Week	Thursday/Week	Thursday/Week	Thursday/Week
	Compiled monthly, quarterly and annual report to the Municipal Manager and Treasury.	End month	End month	End month	End month	End month
Asset registration management	Updated asset register report	End quarter	End quarter	End quarter	End quarter	End quarter
Submission of requisition books						
Fixed Asset Management System	Recorded condition and value of fixed assets					

DEPARTMENT: Finance (Continue....)

Strategic Objective	Measurable Objective	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4 Quarter
Debt and Revenue Management	Accurate and optimum revenue collected	Weekly	Weekly	Weekly	Weekly	Weekly
Rates Administration	Rates policy developed	To be reviewed			01/11/2010	
	Optimum revenue collected	60%	15%	15%	15%	15%
Collection and management of revenue	Purified debtor data base and minimum debts in arrear	50%	10%	10%	20%	10%
Managing of Debts and collection of arrears	Letters of demand sent Cutting-Off services Hand-over to Attorneys	Monthly Monthly Quarterly	Monthly Monthly Quarterly	Monthly Monthly Quarterly	Monthly Monthly Quarterly	Monthly Monthly Quarterly
Registering of Indigents	Number of indigents registered and updated	80%	20%	20%	20%	20%

DEPARTMENT: Corporate Services

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Increase organisational efficiency		• Performance Management System is reviewed and implemented	100%	25%	25%	25%	25%
		• Training external and internal	80%	20%	20%	20%	20%
Corporate Support		• Property Management	80%	20%	20%	20%	20%
		• Incoming post	80%	20%	20%	20%	20%
		• Outgoing post	80%	20%	20%	20%	20%
		• Faxes received and sent	80%	20%	20%	20%	20%
		• Legal and Administration	80%	20%	20%	20%	20%
		• Council administration	80%	20%	20%	20%	20%
Institutional Development		• Organisational audit in terms of legislative compliance	80%	20%	20%	20%	20%
		• Development of by-laws in conjunction with COGTA	80%	20%	20%	20%	20%
Effective human resource management		• Create and implement HR policies	80%	20%	20%	20%	20%
Transformation, change and performance management		• Personnel maintenance, management, training, selection, recruitment, labour relations, change and performance management	80%	20%	20%	20%	20%

Department: Social and Community Services

Key Performance Area	Key Performance Indicator	Annual Target	1 st Quarter			2 nd Quarter			3rd Quarter			4 Quarter		
Vote	Project	Budget	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Sports Facilities	Upgrading of Ditlhake Sports Complex													
Rates	Working Capital	4 783 828	0	1 195 957	0	1 195 957	0	0	0	1 195 957	0	1 195 957	0	0
General Expenditure Other	Valuation Costs	254 937	0	0	127 469	0	0	0	0	127 469	0	0	0	0
Town Hall & Offices	Electricity	335 073	0	83 768	0	83 768	0	0	0	83 768	0	83 768	0	0
	Water	364 242	0	91 061	0	91 061	0	0	0	91 061	0	91 061	0	0
Library	Library services													

			1 st Quarter			2 nd Quarter			3rd Quarter			4 Quarter		
Vote	Project	Budget	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Waste management	Waste disposal, illegal dumping & street cleaning		0	0	0	0	0	0	0	0	0	0	0	0
Sewerage														

Departmental: Technical Services

Corporate Objective	Weighting		Key Performance Indicator	Annual Target	Quarterly Target			
	PO	KPI			1 st	2 nd	3 rd	4 th
Provide Water			• Number of Households provided with basic water	90%	22,5%	22,5%	22,5%	22,5%
			• Review of Water Services Development Plan (WSDP)	100%	25%	25%	25%	25%
Provide Sanitation			• Number of households provided with toilets (water borne system)	100%	65%	35%	0	0
Provide Electricity			• Number of households provided with house connections	90%	22,5%	22,5%	22,5%	22,5%
			• Number of households provided with free basic electricity	90%	22,5%	22,5%	22,5%	22,5%
			• No. of new High Mast Lights erected	100%	50%	25%	25%	0
			• Maintenance of street lights	100%	25%	25%	25%	25%
Maintainance and Upgrade Roads			• Km of roads upgraded and maintained gravel	80%	20%	20%	20%	20%
			• Km paved	0	0	0	0	0
			• New km tarred	5,5 km	0	2,75 km	2,75 km	0
			• Development of a Pavement Management System Policy	100%		50%	50%	0
Provide Storm Water Management			• Compile a Storm Water Management Plan • Develop an Integrated Traffic Plan	100%	0	50%	50%	0

Provide the Project Management Assistance in implementation of all projects			• Procurement of Software for PMU unit	100%	25%	25%	25%	25%
			• Attend all MIG meetings	100%	25%	25%	25%	25%
			• Control and monitor all Projects - financial cash flows and progress reports	100%	25%	25%	25%	25%
			• Compile Business Plan to access funding from various funders	100%	25%	25%	25%	25%
			• Compile and submit closed out reports for all MIG funded projects	100%	25%	25%	25%	25%
			• Training of PMU personnel	100%	25%	25%	25%	25%
Promotion of stakeholder participation			• Establish Technical Forums <ul style="list-style-type: none"> ○ Energy Forum ○ Water Forum 	100%	25%	25%	25%	25%
			• No. of Meetings with different stakeholders	4 meetings	3 meetings	3 meetings	3 meetings	3 meetings
Invest in Infrastructure			• % of capital budget actually spent on capital projects	100%	25%	25%	25%	25%
			• % of operational budget spent on maintenance	100%	25%	25%	25%	25%
			• % of bids awarded to local companies	30%	17,5%	17,5%	17,5%	17,5%
			• No of Jobs created through LED Initiatives and through capital projects	100%	25%	25%	25%	25%
			• Register on EPWP					
Enhance Customer Service			• Conduct Customer Service Survey and report to Municipal Manager	100%	25%	25%	25%	25%

Departmental: IDP and PMS office

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Community Based Planning (CBP)		<ul style="list-style-type: none"> Training of municipal internal and external stakeholders in Conjunction with COGTA 	100%				
Integrated Development Planning (IDP)		<ul style="list-style-type: none"> IDP Implementation 	750 000	187 500	187 500	187 500	187 500
		<ul style="list-style-type: none"> IDP Monitoring and Evaluation 					
		<ul style="list-style-type: none"> External Funding facilitation to speed-up service delivery 					
		<ul style="list-style-type: none"> IDP Review 					
Capacity Building		<ul style="list-style-type: none"> IDP, Sector Plans/Programmes/Policies 	600 000	150 000	150 000	150 000	150 000
Legislative Compliance		<ul style="list-style-type: none"> Policy Coordination, Development and Programmes 					
IDP Projects Facilitation		<ul style="list-style-type: none"> Donor facilitation for IDP projects not part of budget 	5 000 000	1 250 000	1 250 000	1 250 000	1 250 000
		<ul style="list-style-type: none"> Establishment of IDP Service Delivery Projects Task Team 	100%	25%	25%	25%	25%

SECTION 4: CAPITAL BUDGET

PROJECT	TOWN / WARD	FUN DIN G SOU RCE	Medium Term Revenue & Expenditure Framework			
			2010/2011	2011/2012	2012/2013	
Upgrading of waste water treatment works	Petrusburg	MIG	6 031 908			
Upgrading of Streets & Stormwater systems	Koffiefontein	MIG	2 606 608			
Elevated pressure water Tank	Petrusburg	MIG	385 586			
Upgrading of Sports Complex	Ditlhake- Koffiefontein Ward 3 Luckhoff Oppermans	MIG	2 131 899		1 500 000 1 500 000 1 500 000	
Upgrading of Streets Mathibela & Roselove	Ditlhake - Koffiefontein	MIG	3 225 000			
Upgrading of internal streets	Luckhoff	MIG		2 652 185		
Upgrading of internal streets	Ward 2	MIG		2 652 185	3 000 000	
Upgrading of internal streets	Ward 5 Ward 3	MIG		2 652 184	2 000 000	
Upgrading of dumping site		MIG		910 000		
Thusanang MPC	Ward 2	MIG		1 500 000	1 600 000	
Community Hall	Oppermans	MIG		1 500 000		
Taxi Rank	Koffiefontein	MIG		1 000 000		
Upgrading of water purification	Luckhoff	MIG		1 500 000		

plant							
Building of Community Hall	Ward 3	MIG			1 600 000		
Erection of Reservoirs	Petrusburg	MIG			615 000		
Retention	All	MIG			718 446	910 500	
PMU		MIG		760 00	910 000	1 107 100	
Upgrading of Waste Management Collection	All Wards	MIG				900 000	
Street Lighting	All Wards	MIG				4 524 400	
Increase Bulk Water Supply	Petrusburg	MIG				2 400 000	
Upgrading of Water purification plant	Ward 2	MIG				1 200 000	
	SUBTOTAL			15 141 000	18 210 000	22 142 000	
Police, Road Transport	Upgrading of streets			2 500 000	3 000 000	2 000 000	
DMR	Electrification			1 853 000			
	TOTAL			19 494 000	21 210 000	25 142 000	

SECTION 5: APPROVAL OF THE SDBIP

Being a management and implementation plan the SDBIP is not required to be approved by the Council. The approval of the SDBIP is a legislative competence reserved only for the Mayor in terms of section 53 of the MFMA. This section requires the Mayor to take all reasonable steps to ensure that the SDBIP is approved by him within 28 days of the final budget approval.

Letsemeng SDBIP was concluded along with the IDP and Budget 2010/2011. All levels of the SDBIP will be formally approved by the Mayor within 28 days after the final budget approval) and within 14 days thereafter, will be circulated to the ward committees and the general public.